



FEDERAL TRANSIT ADMINISTRATION

TPM/Office of Engineering

# Acceptable Quality Levels (AQL) Of PMO Products

Washington DC, June 13<sup>th</sup> 2008



## Background

- ❑ Current review of PMO Products and Deliverables are per PG-8 (OP 8 in the future)
- ❑ At times of the products are of poor quality
- ❑ One of the TPM-20 findings recently has been that an undocumented acceptable quality process without follow through has allowed the quality of the PMO products to be inconsistent

# PMO Products

- ❖ PMO reports provide input regarding:
  - ❖ the technical capacity and capability of the Grantee
  - ❖ if the grantee is ready for further federal funding

## PMO Products

- ❖ FTA's review found, in many cases, the reports:
  - ❖ are recycled month to month
  - ❖ text is recycled product to product
  - ❖ often lack key cost and schedule data
  - ❖ lack opinions regarding project management
  - ❖ lack opinions regarding quality, and safety
  - ❖ leave much to FTA interpretation
  - ❖ require further research and analysis by the FTA
  - ❖ did not meet the quality level needed.

# FTA Needs Consistency and Quality

FTA is developing:

**Acceptable Quality Levels  
(AQLs) of PMO Products**

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

DESIRED OUTCOME	PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE
<p>The PMOC shall validate the usefulness of the project schedule as a project management tool.</p>	<p>The PMOC shall develop and document a process for review and analysis of a Grantee's project schedule.</p> <p>R1b. The PMOC shall use its process and project management judgment to validate the usefulness of project schedule</p>	<p>Evidence of a documented process.</p> <p>M1b. Documented assessment of the project schedule as a useful project management tool.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME 1a</b>	<b>PERFOR MANCE REQUIRE- MENT</b>	<b>PERFOR MANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONITORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>The PMOC shall validate the usefulness of the project schedule as a project management tool</p>	<p>The PMOC shall develop and document a process for review and analysis of a Grantee's project schedule.</p>	<p>Evidence of a documented process.</p>	<p>Process exists and has been followed.</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME 1b</b>	<b>PERFOR MANCE REQUIRE- MENT</b>	<b>PERFOR MANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONITORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>The PMOC shall validate the usefulness of the project schedule as a project management tool</p>	<p>The PMOC shall use its process and project management judgment to validate the usefulness of project schedule</p>	<p>Documented assessment of the project schedule as a useful project management tool.</p>	<p>Assessment must be made</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>



## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME</b> 2a	<b>PERFORMANCE REQUIREMENT</b>	<b>PERFORMANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONITORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>FTA and the PMOC shall have full understanding of the Grantee's project schedule, including its critical path, durations, logic, fit with proposed project scope and cost, fit with review periods and funding milestones.</p>	<p>The PMOC shall provide FTA with its opinion as to the completeness and level of detail of the schedule relative to the project phase.</p>	<p>Documented evidence of a thorough review by PMOC for completeness and level of detail of the schedule, supported by professional opinion.</p>	<p>Professional opinion that the schedule is complete and the level of detail is appropriate for the stage of the project.</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME 2b</b>	<b>PERFOR MANCE REQUIRE- MENT</b>	<b>PERFOR MANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONITORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>FTA and the PMOC shall have full understanding of the Grantee's project schedule, including its critical path, durations, logic, fit with proposed project scope and cost, fit with review periods and funding milestones.</p>	<p>The PMOC shall provide FTA with an opinion as to the reasonableness of assigned activity durations.</p>	<p>Documented evidence of a thorough review of assigned activity durations for reasonableness by PMOC, supported by professional opinion.</p>	<p>Professional opinion of the reasonableness of assigned activity durations.</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME</b> 2c	<b>PERFORMANCE REQUIREMENT</b>	<b>PERFORMANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONITORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
FTA and the PMOC shall have full understanding of the Grantee's project schedule, including its critical path, durations, logic, fit with proposed project scope and cost, fit with review periods and funding milestones.	The PMOC shall provide FTA with an opinion as to the reasonableness of the critical path, logic and construction sequencing applied.	Documented evidence of a thorough review of the reasonableness of the critical path, logic and construction sequencing applied by PMOC, supported by professional opinion	Professional opinion of the reasonableness of logic, sequencing and critical path.	Periodic review by FTA or its agent.	At FTA's discretion, deficiencies shall be corrected at cost without fee.

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME 3</b>	<b>PERFOR MANCE REQUIRE- MENT</b>	<b>PERFOR- MANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONI- TORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>The PMOC shall identify risks and potential impacts in its reports to the FTA.</p>	<p>The PMOC shall clearly identify potential risks and render its professional opinion on their potential impacts on the scope, cost, and schedule of the Project.</p>	<p>Identified risks and potential project impacts on project scope, cost, and schedule.</p>	<p>Minimum of 90% of identifiable risks are documented.</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

<b>DESIRED OUTCOME 4</b>	<b>PERFOR MANCE REQUIRE- MENT</b>	<b>PERFOR- MANCE MEASURE</b>	<b>ACCEPTABLE QUALITY LEVEL (AQL)</b>	<b>MONI- TORING METHOD</b>	<b>DISINCENTIVE FOR NOT MEETING AQL</b>
<p>The PMOC shall document its findings, professional opinions, and recommendations in a report to the FTA and Grantee.</p>	<p>The PMOC shall present its findings, conclusions, and recommendations to FTA and the Grantee and reconcile other reports and those recommendations with the Grantee to the extent possible.</p>	<p>PMOC's findings, conclusions, recommendations, and presentation.</p>	<p>Reports and presentations are professional, clear, concise, and well written. The findings and conclusions have been reconciled with other PMOC reports and have been reconciled with Grantee to the extent possible.</p>	<p>Periodic review by FTA or its agent.</p>	<p>At FTA's discretion, deficiencies shall be corrected at cost without fee.</p>

## EXAMPLE: Acceptable Quality Levels (AQL) for PG-34 or OP-34

DESIRED OUTCOME	PERFORMANCE REQUIREMENT	PERFORMANCE MEASURE	ACCEPTABLE QUALITY LEVEL (AQL)	MONITORING METHOD	DISINCENTIVE FOR NOT MEETING AQL
1a	X	X	X	X	X
1b	X	X	X	X	X
2a	X	X	X	X	X
2b	X	X	X	X	X
2c	X	X	?	X	X
3	X	X	X	X	X
4	X	X	X	X	X

# Discussion

Questions?